



**DEFENSE LOGISTICS AGENCY**  
THE DEFENSE CONTRACT MANAGEMENT COMMAND  
8725 JOHN J. KINGMAN ROAD, SUITE 2533  
FT. BELVOIR, VIRGINIA 22060-6221

AUG 01 1996

IN REPLY  
REFER TO AOOJ

MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT  
DISTRICTS

SUBJECT: DCMC Memorandum No. 96-36, Training Needs Analysis and Quota Usage  
(POLICY)

This is a POLICY memorandum. It expires when content is included in DLAD 5000.4, Contract Management (One Book), not to exceed one year. Target Audience: All DCMC Employees.

The Headquarters Workforce Strategy Team is charged with identifying and improving the training processes for the Defense Contract Management Command (DCMC) as part of the Workforce Skills Challenge. Accordingly, a DCMC Policy Letter No. 96-02, titled "Policy Guidance for the Defense Contract Management Command (DCMC)," dated March 4, 1996, was issued covering corporate training and development strategy, needs assessment, training management, and new development.

The key to an improved training process is the correct use of the Individual Development Plan (IDP). To be effective, the IDP must be viewed as a "contract" between the team chief/supervisor and the team member, not merely a "wish list." The IDP must also be based upon a solid training needs analysis required to improve the effectiveness of the individual on the team. This analysis should cover such things as development needs, mandatory training requirements, training for new technology, etc.

In order to accomplish this change in paradigm, team chiefs/supervisors need to do two things besides reviewing the training requirements on the IDP. First, the team chief/supervisor needs to make sure the team's budget supports the total dollar amount of the IDPs for the team, and second, the total training time requested for the team must represent a supportable percentage of the team's overall work years. The Workforce Strategy Team is reviewing "benchmarks" for total training hours and will provide that information at a later date. By performing the check of training work years versus total work years of the team, team chiefs/supervisors should be in a better position to support employee attendance when a quota for a course is identified.

In addition to enhancing the use and management of IDPs, we need to improve the way we forecast and manage our training needs. During reviews of the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA), we discovered forecasting problems with all training requirements, particularly with mandatory DAWIA requirements. The review found that Training Coordinators are entering all training requirements from the IDPs into DBMS as an annual requirement. Training requirements, due to workload considerations, should be spread

over several years and entered into DBMS accordingly. When the requirements are entered all in the first year and the District **Workforce** Development Team “rolls” up the totals for the District, they may not always obtain realistic figures for training needs in terms of workload and the ability of the team chief/supervisor to send employees to training in a given year. Consequently, in some cases, we have asked for too many spaces. Therefore, please ensure **IDPs** list the **FY** in which the training is requested and that the year is included in DBMS.

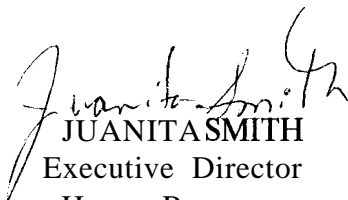
On occasion, it is sometimes **necessary** to send a substitute to a course; however, that should be in rare cases. Team chiefs/supervisors need to ensure employees have enough time to prepare for a course. Last minute substitutions may fill the course quota, but not provide the substitute person who is substituting with enough time to prepare.


In addition, DBMS needs to be updated when training requirements change due to reassignments, promotions, etc. Right now, the Defense Acquisition University (**DAU**) has very little backlog in most courses. As a result we are receiving the quotas we ask for, with the exception of courses that are identified as new course requirements. Based on this fact, we no longer have to “pad” our requests to obtain spaces. Over-requesting will result in our obtaining more spaces than we can use, and the **DAU** will then reduce the numbers of courses we require in the **future**. It is important that all quotas not needed be turned in as soon as possible through District **Workforce** Development Teams to Ms. Barbara Hulick, **CAHW**.

In order to improve the current process, we need everyone involved. Employees and team chiefs need to ensure that the **IDP** accurately reflects training needs, team chiefs need to ensure that they can **fulfill** the training contract both in terms of dollars and workload considerations, **IDP** data needs to be accurately input by training coordinators, DBMS needs to be updated after personnel actions, and quotas given need to be filled. In order to ensure that key aspects of the process are performed, several metrics have been included under the title “Right Talent” and will be briefed during Monthly Management Reviews.

The improvement of the training process is a team effort. Getting employees to the right training at the right time are critical elements to our meeting the “**Workforce Skills**” challenge.

The headquarters points of contact for this issue are Ms. Penny Kingsbury, 703-767-3372, **Workforce** Strategy Team, **AQOJ**, e-mail address, [penelope\\_kingsbury@hq.dla.mil](mailto:penelope_kingsbury@hq.dla.mil), and for Human Resources, **CAHW**, is Ms. Barbara Hulick, 703-767-6421, e-mail, [barbara\\_hulick@hq.dla.mil](mailto:barbara_hulick@hq.dla.mil).

  
**JUANITA SMITH**  
 Executive Director  
 Human Resources

  
**ROBERT W. DREWES**  
 Major General, USAF  
 Commander